

ORIGINAL

SECOND
IMPLEMENTATION PLAN
2001 - 2006

FOR THE

SAN YSIDRO
REDEVELOPMENT PROJECT

Prepared By:

City of San Diego
Redevelopment Agency

Adopted April 16, 1996

First Proposed Amendment
April 8, 2003

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OFFICE OF THE REDEVELOPMENT AGENCY
SAN DIEGO, CALIF.

Table of Contents
Second Implementation Plan
San Ysidro Redevelopment Project

Section	Page
I. INTRODUCTION	2
II. DESCRIPTION OF PROJECT BLIGHTING CONDITIONS	3
III. SPECIFIC GOALS AND OBJECTIVES OF THE AGENCY FOR THE PROJECT AREA	4
IV. SPECIFIC PROJECTS AND EXPENDITURES PROPOSED TO BE MADE DURING THE NEXT FIVE YEARS	5
V. EXPLANATION OF HOW THE GOALS AND OBJECTIVES, PROJECTS AND EXPENDITURES WILL ELIMINATE BLIGHT CONDITIONS	9
VI. EXPLANATION OF HOW THE GOALS AND OBJECTIVES, PROJECTS AND EXPENDITURES WILL IMPLEMENT PROJECT HOUSING REQUIREMENTS	10
VII. SUMMARY	12
VIII. EXHIBIT 1 - SAN YSIDRO REDEVELOPMENT PROJECT MAP.	14
IX. EXHIBIT 2 - LAND PARCEL DIVISION.	15
X. EXHIBIT 3 – BASIC CONCEPT DRAWING.	16
XI. PROPOSED FIRST AMENDMENT	17

I. INTRODUCTION

This Second Implementation Plan (the Plan) is being prepared and adopted according to California Redevelopment Law. The Plan identifies project activities scheduled for the next five years in the San Ysidro Redevelopment Area (the Project Area), including very low, low and moderate income housing activities.

The Project Area was adopted on April 16, 1996 and will remain in effect for 30 years after the adoption date. The purpose of adoption was to eliminate blight conditions in the Project Area. To this end, the Redevelopment Agency intends to continue promoting the improvement and preservation of the positive neighborhood characteristics and enhance the international gateway and commercial districts of San Ysidro.

The Project Area is located in the central portion of the San Ysidro Community. The approximately 766-acre Project Area generally includes the area bounded by Del Sur Boulevard and Caithness Drive on the North, East Beyer Boulevard on the east, the Tijuana River levee on the west, and Mexico on the South (see Exhibit 1).

In 1998, the Redevelopment Agency and the City Council approved a Disposition and Development Agreement with LandGrant Development for a comprehensive plan to develop the area west of the San Diego/Tijuana Port of Entry. This project is better known as the International Gateway of the Americas. The Gateway project is a \$192 million, 67-acre site that will include 1.4 million square feet of retail, office and hotel uses, with a cultural center, parking structure and cross-border pedestrian bridge (see Exhibit 2 for Land Parcel Exhibit and Exhibit 3 for Basic Concept Drawing).

A groundbreaking ceremony was held on April 6, 2001 for Phase I (Parcels A, B and C) of the Gateway project, which upon completion will include a 630,000-square-foot shopping center, housing retail outlet stores and restaurants. Still subject to federal and local government approval, Phase II (Parcel D, E-1 and G) and Phase III (E-3, E-2 and F) would include a pedestrian bridge over the Tijuana River, a transportation terminal, additional retail stores, an office tower, a hotel and a conference center.

Collaborative efforts of the Redevelopment Agency, the developer, the City of Tijuana, federal, state and regional agencies on both sides of the border and the San Ysidro community are currently underway to gain the necessary approval to begin construction of the cross-border pedestrian bridge and customs offices.

In fiscal year 1999, San Diego applied for the Presidential Permit, which is necessary to begin construction of the new San Diego/Tijuana pedestrian bridge. A similar application was submitted for approval in Mexico. Application for the permit was submitted to the International

Bridges and Borders Commission, which is composed of representatives from the United States and their counterparts from Mexico. In March of 2001, an updated Environmental Assessment and Pedestrian Volume report was submitted and approval is pending.

In addition, the San Ysidro Redevelopment Area received City assistance through local Transnet funds granted to the Casa Familiar Neighborhood Improvement Project for public improvements on Sellway Street, Cypress Drive and Cottonwood Street. The City has installed street paving improvements; fencing, lighting and landscaping improvements have been installed by private contractors managed by Casa Familiar through its contract with the City. The neighborhood improvement project completed its design and construction in 1999.

II. DESCRIPTION OF PROJECT BLIGHTING CONDITIONS

Conditions of project blight within the Project Area continue to be addressed by the development of the proposed projects. The physical and economic conditions of blight in the Project Area that, together, have caused a reduction in the proper use of the area to such an extent that it has become a burden on the community that cannot be reversed or alleviated without the assistance of the Redevelopment Agency through the authority of the California Community Redevelopment Law.

The physical conditions described in the law that exist in the San Ysidro Redevelopment Project Area include the following:

1. Buildings that are unsafe due to dilapidation and deterioration, defective design or physical construction, faulty or inadequate utilities, and building code violations.
2. Factors that prevent the economically viable use of buildings or lots, which includes substandard designs, inadequate size by current standards, lack of parking, and other similar factors.
3. Adjacent or nearby uses that are incompatible with each other and which prevent the economic development of those parcels or other portions of the Project Area.
4. Subdivided lots of irregular form and shape and inadequate size for proper usefulness and development that are in multiple ownership.

The economic conditions described in the law that exist in the Project Area include the following:

1. Impaired investments.
2. Declining retail sales.

3. Excessive vacant lots.
4. Residential overcrowding that has led to problems of public safety and welfare.
5. A high crime rate that constitutes a serious threat to public safety and welfare.

III. SPECIFIC GOALS AND OBJECTIVES OF THE AGENCY FOR THE PROJECT AREA

The San Ysidro Redevelopment Plan proposes to eliminate conditions of blight in the Project Area by new construction, revitalization, and upgrading of residential, commercial and public properties and facilities within and surrounding the Project Area.

In general, the goals and objectives of the Redevelopment Plan, developed by the San Ysidro Project Committee are:

1. Eliminate and prevent the spread of blight and deterioration and conserve, rehabilitate and redevelop the Project Area.
2. Improve, promote, and preserve the positive neighborhood characteristics in San Ysidro while correcting its physical and economic deficiencies.
3. Promote and enhance varied housing opportunities by improving the housing stock and expanding affordable housing opportunities which address community needs.
4. Improve, support, and promote the growth and vitality of the Project Area's business environment and address the commercial, service, and employment needs of the Project Area.
5. Increase parking, enhance the quality of mobility, and improve transportation facilities, which support the vitality, safety, and viability of San Ysidro.
6. Expand and improve park and recreation facility options and green belts and open space opportunities.
7. Enhance infrastructure facilities.
8. Provide a full range of employment opportunities and public facilities.
9. Preserve and rehabilitate cultural resources and urban environments.
10. Promote San Ysidro's international gateway.

These goals and objectives will continue during the five years represented by this Implementation Plan.

IV. SPECIFIC PROJECTS AND EXPENDITURES PROPOSED TO BE MADE DURING THE NEXT FIVE YEARS

The International Gateway of the Americas project is the major focus of activity over the next five-year period. In 1998, the Redevelopment Agency and the City Council approved a Disposition and Development Agreement (DDA) with LandGrant Development (the Developer) for a comprehensive plan to develop the area immediately to the west of the old Tijuana Commercial Port of Entry.

Under the terms of the DDA, LandGrant has agreed to develop approximately 1.4 million square feet of various uses on the 67-acre site, which was purchased by the Developer.

Because San Ysidro was a new project area and there were no tax increment revenues to invest, the Developer advanced all the funds needed for public improvements and to cover the land acquisition and economic gap set at \$20,464,500. A series of leases and loan agreements between the City and the Developer, and the Agency and the Developer have been created to repay the Developer for these advances.

The sources of revenue to support City and Agency repayments include a portion of tax increment and sales tax generated from the project. If the development does not generate all the revenue needed (i.e. property tax and sales tax), the City and Agency are not obligated to make payments on the leases and loans.

Additional revenues generated, but not used to support the project, are from transient occupancy tax (TOT) and a portion of toll-revenue (net of operation and maintenance expenses, debt service and return on equity) collected from the new cross-border pedestrian bridge, if approved.

The maximum total cost to the City and Agency under provisions of the DDA is \$2,056,140 per year once all the parcels have been developed. Table 1 illustrates an estimated repayment schedule for the City and Agency over the next five years. It is important to note that completion dates for each phase of the Gateway project may vary and as a result change the repayment schedule.

Table 1 Estimated Agency/City Repayment Schedule

	PHASE I						PHASE II		PHASE III			
	Parcel A		Parcel B		Parcel C		Parcel D	Parcel E1	Parcel E2	Parcel E3	Parcel F	
	Agency	City	Agency	City	Agency	City	Agency	Agency	Agency	Agency	Agency	Total
Year 1	188,821	496,402	68,952	327,679	130,053	484,094	0	0	0	0	0	1,696,000
Year 2	188,821	496,402	68,952	327,679	130,053	484,094	0	0	0	0	0	1,696,000
Year 3	188,821	496,402	68,952	327,679	130,053	484,094	7,426	76,377	0	0	0	1,779,803
Year 4	188,821	496,402	68,952	327,679	130,053	484,094	7,426	76,377	48,266	105,018	123,052	2,007,873
Year 5	188,821	496,402	68,952	327,679	130,053	484,094	7,426	76,377	48,266	105,018	123,052	2,056,139
Total	944,105	2,482,010	344,760	1,638,395	650,265	2,420,470	22,278	229,131	96,532	210,036	246,104	9,235,815

A. Five Year Projects Schedule

July 2001 - June 2002 Work Program

Complete Phase I (Parcel A, B and C – See Exhibit 1 and 2) of the International Gateway project. Phase I includes construction of a 630,000-square-foot shopping center, housing mostly retail outlet stores and restaurants. Completion is expected by November of 2001.

Coordinate redevelopment planning efforts with Tijuana officials, as well as State and Federal officials from both Mexico and the United States. To this end, the Agency hopes to obtain the necessary Presidential Permit for the new Tijuana/San Diego pedestrian bridge by June 30, 2002

Maintain and continue community outreach, respond to resident, property and business owners' concerns and interests; and continue outreaching to real estate brokerage, development and lending industries to attract and retain investment within the Project Area.

Monitor and coordinate other public sector activities within the Project Area that are sponsored by the City of San Diego and other public agencies such as business outreach and marketing activities, housing program activities, streetscaping, lighting and landscaping improvement activities.

Monitor Project activities and facilitate community input into planning and project development.

July 2002 - June 2003 Work Program

Coordinate redevelopment planning efforts with Tijuana officials, as well as State and Federal officials from both Mexico and the United States. To this end, the Agency plans to complete appropriate leases and building permits for the federal inspection facilities on the E parcels of the International Gateway project (See exhibit 2).

Continue to pro-actively seek new commercial (particularly retail/entertainment), industrial and residential development within the Project Area.

Assist in the disposition of anticipated tax increment revenue and develop a housing strategy for the expenditure of the Project Area's low and moderate-income housing fund.

Maintain and continue community outreach, respond to resident, property and business owners' concerns and interests and; continue outreaching to real estate brokerage, development and lending industries to attract and retain investment within the Project Area.

Monitor and coordinate other public sector activities within the Project Area that are sponsored by the City of San Diego and other public agencies such as business outreach and marketing activities, housing program activities, streetscaping, lighting and landscaping improvement activities.

Monitor Project activities and facilitate community input into planning and project development.

July 2003 – June 2004 Work Program

Contingent on market conditions, commence and complete the second phase (Parcel D, E1 and G – See Exhibit 1 and 2) of the International Gateway project. Phase II includes a transit center, the new San Diego/Tijuana pedestrian bridge and corresponding Federal inspection facilities. Completion of Phase II will depend on the Developer's attainment of the necessary financing and permits. To this end, the Agency will use its best efforts to help the Developer obtain the necessary permits from the City and appropriate Federal agencies.

Begin implementation of the housing strategy for the expenditure of the Project Area's low and moderate-income housing fund.

Continue to pro-actively seek new commercial (particularly retail/entertainment), industrial and residential development within the Project Area.

Maintain and continue community outreach, respond to resident, property and business owners' concerns and interests and; continue outreaching to real estate brokerage, development and lending industries to attract and retain investment within the Project Area.

Monitor and coordinate other public sector activities within the Project Area that are sponsored by the City of San Diego and other public agencies such as business outreach and marketing activities, housing program activities, streetscaping, lighting and landscaping improvement activities.

Monitor Project activities and facilitate community input into planning and project development.

July 2004 – June 2005 Work Program

Contingent on market conditions, commence and complete Phase III (Parcel E2, E3 and F – See Exhibit 1 and 2) of the International Gateway of the Americas project (with no Agency financial assistance). This third phase includes construction of a hotel, office building and parking facilities. Completion will depend on the Developer's attainment of the necessary financing and permits. To this end, the Agency will use its best efforts to help the Developer obtain the necessary permits from the City.

Pro-actively seek new commercial (particularly retail/entertainment), industrial and residential development within the Project Area.

Maintain and continue community outreach, respond to resident, property and business owners' concerns and interests and; continue outreaching to real estate brokerage, development and lending industries to attract and retain investment within the Project Area.

Monitor and coordinate other public sector activities within the Project Area that are sponsored by the City of San Diego and other public agencies such as business outreach and marketing activities, housing program activities, streetscaping, lighting and landscaping improvement activities.

Monitor Project activities and facilitate community input into planning and project development.

July 2005 – June 2006 Work Program

Continue to implement and monitor the housing strategy for the expenditure of the Project Area's low and moderate-income housing fund.

Pro-actively seek new commercial (particularly retail/entertainment), industrial and residential development within the Project Area.

Maintain and continue community outreach, respond to resident, property and business owners' concerns and interests and; continue outreaching to real estate brokerage, development and lending industries to attract and retain investment within the Project Area.

Monitor and coordinate other public sector activities within the Project Area that are sponsored by the City of San Diego and other public agencies such as business outreach and marketing activities, housing program activities, streetscaping, lighting and landscaping improvement activities.

Monitor Project activities and facilitate community input into planning and project development.

V. EXPLANATION OF HOW THE GOALS AND OBJECTIVES, PROJECTS AND EXPENDITURES WILL ELIMINATE PROJECT BLIGHTING CONDITIONS.

Specific project blighting conditions of the Project Area are being addressed by current and future planned project activities. The International Gateway of the Americas project currently in planning and development will serve as a catalyst to alleviating conditions of blight through the following:

- Elimination of a prominent vacant site, which is plagued by routine dumping of debris.
- Re-use of partially vacant property.
- Creation of new employment opportunities, both in terms of construction jobs and permanent employment in the completed facilities.
- Generation of additional property tax increment, including set-aside funds for the Agency's affordable housing program.
- Enhancement of sales tax revenue to the City's General Fund.
- Provision of significant infrastructure improvements and needed off-street public parking facilities.

With regards to expanding affordable housing opportunities in the Project Area, a variety of housing alternatives are addressed in the Redevelopment Plan. The five-year Implementation Plan focuses on the creation and reintroduction of affordable housing through rehabilitation and construction of single- and multi-family units that conform to the neighborhood's scale and character. By stimulating private investment in the area and providing the necessary goods and services within the community, bringing affordable housing to the Project Area will return a sense of vibrancy and cohesiveness to the entire San Ysidro community. A critical mass of residential dwelling units will also increase pedestrian activity, benefiting retailers and producing a safer, more economically viable environment.

The on-going project goals and objectives will help ensure continued progress toward alleviation of existing project blighting conditions and will facilitate continued re-investment in the Project Area and surrounding community. Periodic reassessment of existing and planned projects will ensure that the Redevelopment Plan achieves the objectives stated in this Second Implementation Plan.

VI. EXPLANATION OF HOW THE GOALS AND OBJECTIVES, PROJECTS AND EXPENDITURES WILL IMPLEMENT PROJECT HOUSING REQUIREMENTS

A. GOALS AND OBJECTIVES

California's Community Redevelopment Law requires that not less than twenty percent (20%) of all tax increment generated by the project shall be used for the purpose of increasing the community's supply of very low, low and moderate income housing. Additionally, affordable dwelling units shall remain affordable for not less than the period of land use controls established in the project plan. The ongoing goal of the redevelopment project is to develop housing in compliance with current legislation and available resources.

B. PROJECTS AND EXPENDITURES TO BE MADE DURING THE NEXT FIVE YEARS.

1. Annual (Five-Year) Housing Program

Housing set-aside funds from the San Ysidro Redevelopment Project will be made available for the purpose of increasing the community's supply of very low, low and moderate-income housing.

As of May 30, 2001, the San Ysidro Housing Set-Aside Fund balance totaled \$124,875.

In the future, most of the tax increment revenue dedicated to low and moderate-income housing will be generated from Phase I of the International Gateway project. Table 3 shows a five-year estimate.

Table 3

**Housing Set-Aside Calculation
International Gateway Project
Phase I (Parcels A, B and C)**

	Estimated Assess Value	(Less) Existing Assessed Value	Net Increase in Assessed Value	Net Tax Increment @ 1%	Housing Set-Asides @ 20%
Year 1	77,579,173	2,200,000	75,379,173	753,792	150,758
Year 2	79,130,756	2,200,000	76,930,756	769,308	153,862
Year 3	80,713,372	2,200,000	78,513,372	785,134	157,027
Year 4	82,327,639	2,200,000	80,127,639	801,276	160,255
Year 5	83,974,192	2,200,000	81,774,192	817,742	163,548

Upon receipt by the Agency, and once sufficient funds have been accumulated, these funds will be used to generate housing within the Project Area.

a. Projected Housing Units

Assuming a hypothetical \$20,000 per unit were provided over the next five years, there would be an average of eight (8) very low, low and moderate units assisted annually.

2. Agency Developed and Projected Area Housing

The Housing Compliance Plan as required by California Community Redevelopment Law, shall estimate the number of new and rehabilitated dwelling units to be developed in the Project Area and the number of units for very low, low and moderate income households to be developed in order to meet housing requirements. The housing requirements state that: 1) Fifteen percent (15%) of all new or rehabilitated dwelling units developed by public or private activities in a redevelopment project should be affordable to low and moderate income households, of which forty percent (40%) shall be available at affordable housing cost to very low income households. 2) Thirty percent (30%) of all new and rehabilitated dwelling units developed by an Agency shall be affordable for low and moderate-income households and not less than fifty percent (50%) shall be affordable for very low-income households.

The Agency is not expected to develop units itself, but will assist private entities and other public agencies with the development of housing. Therefore, the Agency will comply with the 15 percent requirement.

3. Replacement of Dwelling Units Destroyed or Removed

The Redevelopment Plan calls for much of the new development to take place within the commercial and international gateway districts of the Project Area. Therefore, minimal residential displacement is anticipated to carry out additional projects over the next thirty years. Projects under the redevelopment plan that do require the removal of dwelling units, will replace these dwelling units to the extent required by the California Community Redevelopment Law. With regards to the International Gateway Project, no residential displacement is expected to be necessary.

C. HOUSING UNIT ESTIMATES FOR THE NEXT 10 YEARS AND LIFE OF PLAN

The number of housing units that are projected to be developed over the next 10 years and over the life of the Redevelopment Plan are 150 and 450, respectively.

Assuming that the 150 and 450 total housing units projected for the area are developed with Agency involvement, 23 and 68 units respectively, would be required to meet the 15 percent threshold for very low, low and moderate income households. It is projected that the number of housing units for very low, low and moderate-income households will be achieved based upon the forecasted tax increment revenue. The actual number of units developed will depend on market conditions and be determined as specific projects are pursued. The housing set-aside funds that accrue to the Agency will be expended on anticipated residential projects.

To date, no units have been developed or assisted since set-aside funds remain low. As stated above, the Agency is not expected to develop units itself, but will assist private entities and other public agencies with the development of housing.

VII. SUMMARY

The Second Implementation Plan for the San Ysidro redevelopment area sets forth specific projects during the next five years in accordance with the California Redevelopment Law. The International Gateway of the Americas project is the major focus of activity over the next five-year period and addresses many of the blighting conditions. The Gateway project provides for the elimination of a prominently vacant site in the Project Area, creates new employment opportunities, both in terms of construction jobs and permanent employment, and provides for significant infrastructure improvements and needed off-street public parking facilities.

With regards to expanding affordable housing opportunities in the Project Area, a variety of housing alternatives are addressed in the Redevelopment Plan. The five-year implementation plan focuses on the creation and reintroduction of affordable housing through rehabilitation and construction of single- and multi-family units that conform to the neighborhood's scale and character. By stimulating private investment in the area and providing the necessary goods and services within the community, bringing affordable housing to the Project Area will return a sense of vibrancy and cohesiveness to the entire San Ysidro community. A critical mass of residential dwelling units will also increase pedestrian activity, benefiting retailers and producing a safer, more economically viable environment.

EXHIBIT 1 - SAN YSIDRO REDEVELOPMENT PROJECT MAP

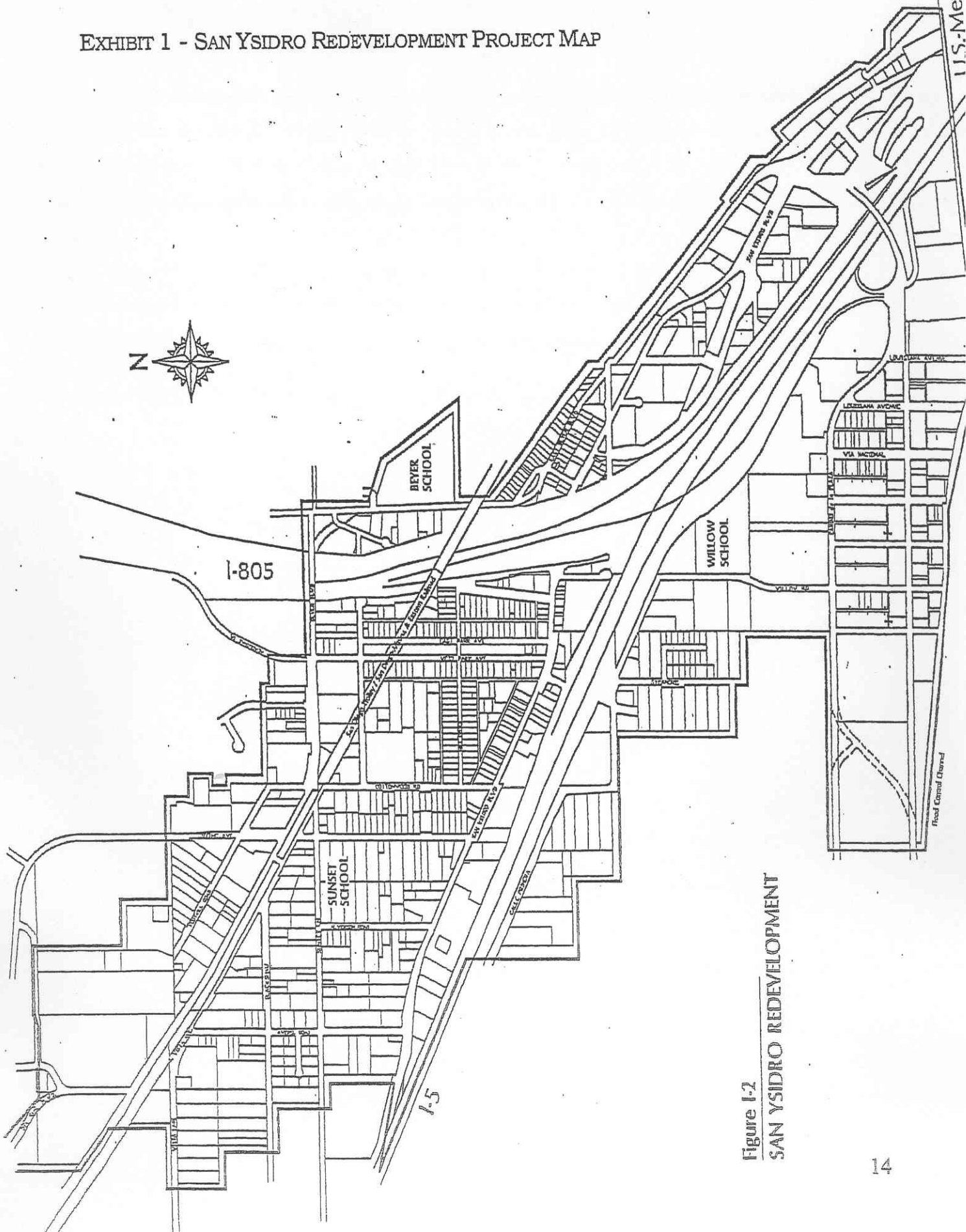
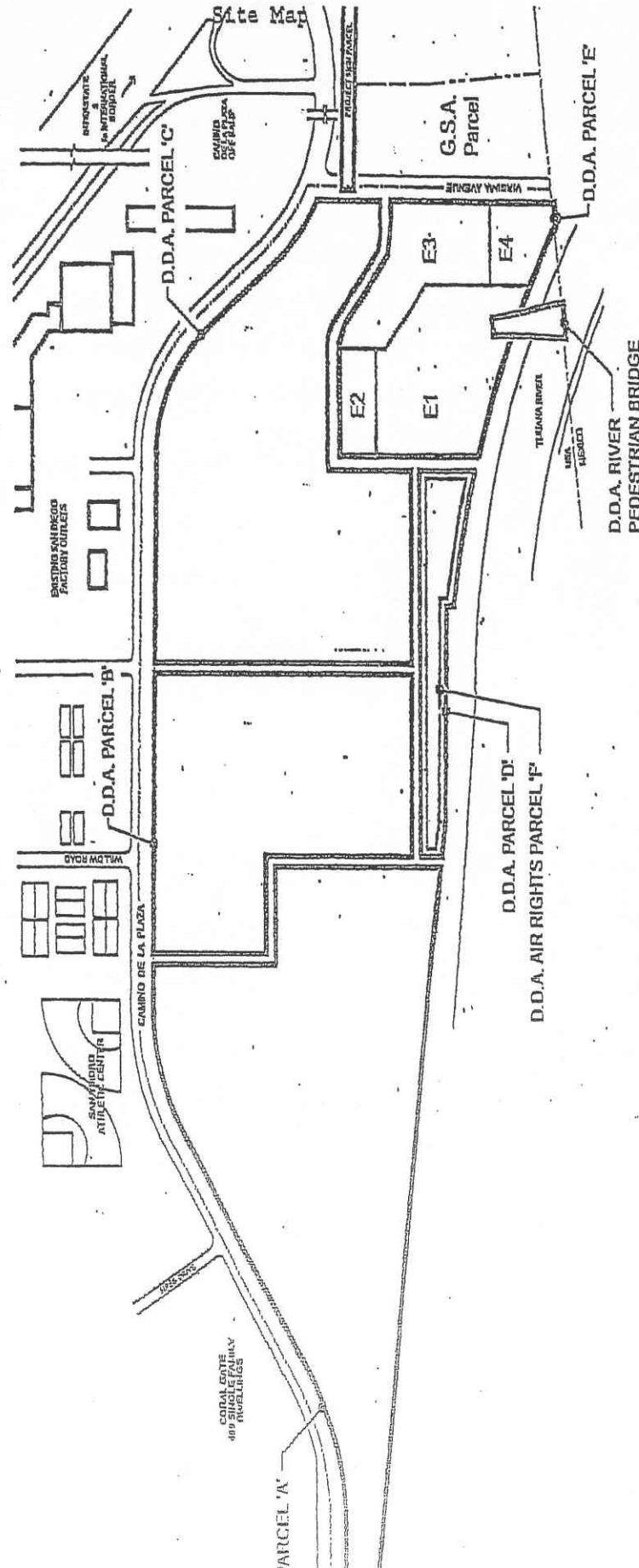


Figure 1-2
SAN YSIDRO REDEVELOPMENT

EXHIBIT 2 - LAND PARCEL DIVISION



International Gateway Of The Americas SAN DIEGO, CALIFORNIA
Puerta Internacional De Las Americas SAN DIEGO, CALIFORNIA

D.D.A. Land Parcel Exhibit 24 January, 2000

LANDGRANT DEVELOPMENT
11625 High Blvd Dr., Suite 212
San Diego, California 92131
Telephone: (619) 481-0054
Telex: 64032 Information@landgrant.net

INTERSTATE 5 INTERNATIONAL AIRPORT

EXISTING SAN DIEGO FACTORY OUTLETS

D.D.A. PARCEL 'B'

WILLOW ROAD

SAN JACINTO CENTER ATHLETIC CENTER

CRANINO DE LA PLAZA

D.D.A. PARCEL 'C'

KLEIN'S OFFICE BUILDING

G.S.A. Parcel

VIRGINIA AVENUE

D.D.A. PARCEL 'E'

TELLENA RIVER

#12

D.D.A. RIVER PEDESTRIAN BRIDGE

USA MEXICO

D.D.A. PARCEL 'D'

D.D.A. AIR RIGHTS PARCEL 'F'

CORRAL GATE 400 SINGLE FAMILY DWELLINGS

A. PARCEL 'A'

16

International Gateway Of The Americas SAN DIEGO, CALIFORNIA

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Continued from Page 124

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**First Amendment to the Five-Year Implementation Plan
for the San Ysidro Redevelopment Project**

On Pages seven (7) through eight (8) of the Five-Year Implementation Plan for the San Ysidro Redevelopment Project, within Section IV titled Specific Projects and Expenditures Proposed to be Made During the Next Five Years, the following proposed projects will be added to the July 2002 – June 2003 and July 2003 – June 2004 Work Programs, with the following:

- **Assist in the financing of the proposed Sidewalk Improvement Project.**
- **Assist in the financing of the proposed Casitas de las Florecitas Project.**
- **Assist in the financing of the proposed Recreation Center Rehabilitation Project.**
- **Assist in the financing of the proposed San Ysidro Library.**

On page nine (9) through ten (10) of the Five-Year Implementation Plan for the San Ysidro Redevelopment Project, Section V titled Explanation of How the Goals and Objectives, Projects and Expenditures Will Eliminate Project Blighting Conditions, add the following:

- **The Sidewalk Improvement Project will help eliminate physical blight by the installation of new sidewalks, curb and gutters, streetlights, street furniture and trees located on West San Ysidro Boulevard, between Cottonwood and Via de San Ysidro, making this part of San Ysidro more pedestrian-friendly and aesthetically pleasing.**
- **The Casitas de las Florecitas Project will help eliminate blight by constructing eight new affordable homes on a vacant lot. The single family homes will be creatively designed to reflect the community's Mexican heritage with bold colors, folk art, and paved sidewalks. The homes will be built at a location within walking distance to local shops, restaurants, and public transportation.**
- **The Recreation Center Rehabilitation Project will help eliminate blighting conditions by rehabilitating and repairing deteriorated parts of two public buildings in the San Ysidro community on 212 and 268 East Park Avenue. Some of the repair work to be done includes windows, roofing, flooring, and fixtures. The recreation centers are also used as learning centers by many in the community. Improvements to community learning facilities is identified in California Redevelopment Law as a way to reduce blighting conditions.**

- **The San Ysidro Library will help eliminate blight through the agency's contribution of funds for the construction or the cost of buildings, facilities, structures or other improvements inside the San Ysidro Redevelopment Project area, in that:**
 - a. **The existing San Ysidro Library is a deteriorated structure in the community of San Ysidro. Built in 1924, the existing library is not air-conditioned, its major building systems are old and not energy efficient, and it does not meet American with Disabilities Act (ADA) codes. Further, based upon library building size and design standards provided by the California State Library, Office of Library Construction, the current facility is substandard with only 4,089 square feet of useable space.**
 - b. **The proposed Library Project will assist in eliminating factors that prevent or substantially hinder the economically viable use or capacity of properties within the Redevelopment Project area by upgrading improvements in the neighborhood including new building structures, landscaping, parking spaces, and other public improvements.**